



University of Idaho

Idaho WOI (WI)/
Caine Veterinary Teaching Center

STRATEGIC PLAN

2007 - 2012

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VISION STATEMENT

The Caine Veterinary Teaching Center has a continuing commitment to foster animal and public health for the benefit of society. Our responsibility is to transfer science-based medical information and technology to veterinary students, veterinarians, animal owners, and the public concerning animal and human health, food safety, and the environment through education, research, public service, and outreach, thereby effecting positive change in the livelihood of the people of Idaho and the region.

MISSION STATEMENT

The Caine Veterinary Teaching Center addresses the animal health needs of the food animal industry of Idaho through education, research, public service, and outreach by providing:

- Formal hands-on educational experiences in production animal medicine and management for senior students in the WOI (now WI – Washington-Idaho) professional veterinary medical education program,
- Conducting research on production animal diseases and management,
- Laboratory and on-farm disease diagnostic expertise for the production animal industry,
- Continuing education programs for veterinary practitioners and specialists,
- Outreach and continuing educational programs for livestock producers and allied industry groups, and
- Information to the public concerning zoonotic and animal diseases, human health, food safety, and the environment when requested or necessary.

INTRODUCTION

The Caine Veterinary Teaching Center (Caine Center) at Caldwell is an off-campus unit of the Animal and Veterinary Science (AVS) Department. The Caine Center was constructed in 1976 and opened in September 1977 as a part of Idaho's contribution to the then WOI Regional Program in Veterinary Medicine (now WI – Washington/Idaho; Oregon dropped out of the cooperative program in 2005). The Caine Center serves primarily as a food animal referral teaching center where veterinary students from Washington State University participate in two- to four-week elective rotations during their senior year in food animal production medicine blocks.

The WOI (WI) Program annually provides 44 Idaho resident students with access to a veterinary medical education through this cooperative agreement. On average, 65-75% of new Idaho resident graduates of the WOI (WI) Program are licensed to practice veterinary medicine in Idaho annually.

The WOI (WI) Program is an AVMA-accredited veterinary medical program. Faculty members in the Idaho-WOI Program specialize in disciplines in the biomedical sciences including: virology, bacteriology, immunology, medicine, and surgery and hold joint appointments between the UI College of Agricultural and Life Sciences in the AVS Department and the WOI (WI) Regional Veterinary Medicine Program. The Veterinary Pathology discipline was lost in 2005 when our board certified veterinary pathologist retired.

Responsibility for the Caine Center programs, daily operations, supervision and leadership for the faculty and staff lies with a Teaching Program Coordinator who functions as a Unit Administrator under the administrative supervision of the Head of the AVS Department.

Tied closely to the food animal production medicine teaching program is the Caine Center's service and diagnostic program, which offers clinical/diagnostic and disease investigation services to the veterinarians and livestock producers in southern Idaho. Many of these services are related to live animal case referrals from practicing veterinarians that are used in the teaching program, and others are directly referred by veterinarians who need additional help to diagnose disease problems.

The WOI (WI) Program has made it possible to develop a cooperative graduate program with Washington State University, which allows cross-listing any of the WSU Veterinary Science graduate courses. Thus, UI students are able to enroll for coursework leading to the UI Master's degree and to the WSU PhD degree programs through the University of Idaho. Through this arrangement, Idaho students are provided with the opportunity to enroll in a tremendous array of graduate courses. The cooperative graduate program has also been the vehicle through which cooperation in research between WSU and UI faculty members has been encouraged and developed.

Teaching:

The Caine Center maintains a highly-rated and effective veterinary medicine teaching program. This success has been largely due to the selection of teaching-oriented faculty and a practical approach to clinical problem solving. The food animal production medicine rotation includes: 1) clinical skills and individual animal medicine, 2) internal medicine, with lectures in bacteriology, virology, fluid therapy, nutrition, food animal production medicine, and record keeping, 3) necropsy, and 4) disease investigation studies for beef cattle, dairy cattle and small ruminants. Specialty blocks include general food animal medicine, dairy production medicine, reproduction/biotechnology, cow/calf management, feedlot medicine, sheep/lambing management, and small ruminant clinical medicine.

Caine Center personnel contribute to the AVS Department undergraduate program by providing summer internship opportunities that are specially designed for the pre-veterinary students. On-campus faculty members serve as advisors for pre-veterinary students. One WOI (WI) Program faculty member in the AVS Department and stationed at Moscow, teaches in the second- and third-year instructional programs at the Washington State University College of Veterinary Medicine. Two Caine Center faculty members also serve on the UI Graduate faculty and are active in the AVS Department graduate student programs.

The facilities and programs at the Caine Center present an outstanding opportunity to offer continuing education programs for veterinarians and livestock producers, particularly in southern Idaho.

Research:

The clinical and/or applied research program at the Center has been highly successful. In some instances, faculty members have received national and international recognition for their efforts. Examples include cryptosporidiosis, anaplasmosis, neonatal calf diseases and fluid therapy, reproductive diseases of cattle and sheep, genetic control of ovine foot rot, EID (electronic identification) of beef cattle, Johne's disease in cattle, sheep and goats, and scrapie in sheep. The faculty members have been productive in securing outside funding to conduct research trials and in publishing scientific papers. There is good collaboration with the Idaho Department of Agriculture on communicable diseases and Idaho Department of Fish & Game on wildlife/domestic disease interaction. The facilities and personnel are dedicated primarily to clinical or applied research relevant to regional disease problems. The Caine Center facilities were designed primarily for teaching, and applied rather than basic or high-tech research.

Service/Outreach/Extension:

Caine Center faculty members also have responsibility for outreach activities, although none of them have official Extension appointments. These activities are carried out through daily/regular interaction and consultation with livestock producers, commodity groups, veterinarians, UI Extension specialists, and others on a variety of topics including: production medicine, disease control or prevention, and reproductive problems. Several faculty members contribute material on a regular basis to lay publications and industry newsletters, and many are active in their state and national professional associations.

Much of the scope of our commitment to serve Idaho agriculture has broad implications which relate to human health, food safety, and the environment. The Caine Center is highly visible and has benefited many producers and practicing veterinarians through comprehensive diagnostic services, disease investigations, and clinical studies provided on a fee-for-service basis and in conjunction with the teaching program. The Caine Center also maintains a close relationship with local practitioners and a referral policy helps to foster this relationship. The Caine Center currently accepts approximately 600 hospital clinical referrals annually, used primarily as student teaching cases, and provides disease diagnostic testing on approximately 15,000 samples per year.

Dr. Marie S. Bulgin, Teaching Program Coordinator

Alignment with SBOE Goals & Objectives (listed below)	Idaho-WOI (WI)/Caine Center GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 1: Teaching and Learning</p> <p><i>Maintain a highly-rated and effective teaching program with a practical approach to clinical problem-solving.</i></p> <p>Context: <i>Faculty and staff at the Caine Center expand the clinical knowledge base of future food animal veterinarians by providing hands-on experience at production animal units, in-house individual patient care, production animal herd medicine, and high-quality laboratory diagnosis of diseases. Veterinary preceptors and AVS Department specialists are also a part of this team.</i></p>	<p>Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.</p>

	Objective A: Continue to expand clinical experiences in Production Animal Medicine. Strategies:	
Quality, Access	1. Focus efforts to improve agricultural animal production by helping producers improve reproduction rates, nutrition, health, and disease prevention.	
Quality, Relevancy, Efficiency	2. Enhance scope of clinical technology by updating clinical and laboratory instrumentation as available and within budgetary restraints.	
Quality	3. Utilize expertise of specialists in AVS and other CALS departments to prepare students in basic specialized learning experiences.	
Access, Efficiency	4. Expand partnerships with industry, state and local government agencies, and private foundations to fund unique learning opportunities such as internships, residencies, or practice.	
Access, Relevancy, Efficiency,	5. Increase time spent in field services and outreach as a means of contributing to education of producers and to fulfill the land-grant responsibilities of the University.	
Quality, Access, Relevancy	6. Continue to develop pertinent specialty medicine and management blocks with schedules, field experiences, and year-round programs to meet student needs.	
Quality, Relevancy, Efficiency	7. Enhance interaction with local veterinary practitioners and agency specialists by incorporating them as part of the interdisciplinary instructional team.	
Quality, Efficiency,	8. Improve communication with the WSU Veterinary School clinical medicine faculty to identify areas of food animal production medicine training that could be enhanced by providing those opportunities at the Caine Center.	
Quality, Efficiency	9. Work to add a board-certified veterinarian to the faculty.	

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	<p>Goal 1: Teaching and Learning (cont.)</p> <p><i>Maintain a highly-rated and effective teaching program with a practical approach to clinical problem-solving.</i></p> <p>Context: Faculty and staff at the Caine Center expand the clinical knowledge base of future food animal veterinarians by providing hands-on experience at production animal units, in-house individual patient care, production animal herd medicine, and high-quality laboratory diagnosis of diseases. Veterinary preceptors and AVS Department specialists are also a part of this team.</p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality, Efficiency</p> <p>Quality, Access, Efficiency</p> <p>Quality, Access, Relevancy, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Quality, Access, Relevancy</p> <p>Relevancy, Efficiency</p>	<p>Objective B: Develop effective integrative teaching and learning activities to engage and expand student minds.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Enhance innovation and development of high quality teaching by recognition and reward of faculty. 2. Expand opportunities for students to experience self discovery through actual hands-on activities such as responsibility for individual medical cases, involvement in field disease investigations, providing preceptorships, and exposure to laboratory procedures used to diagnose disease outbreaks. 3. Provide professional veterinary students with teaching resources by maintaining an adequate large animal caseload, retaining experienced faculty mentors with current knowledge of the animal industry, and state-of-the-art instrumentation. 4. Pursue opportunities for contracts/agreements with veterinary schools outside the WOI (WI) Program to provide food animal medicine teaching experiences at the Caine Center for their senior veterinary students, and an additional revenue source for the Caine Center. 5. Engage alumni and stakeholders as partners in student recruitment, retention, mentoring, and learning. 6. Develop education delivery systems that permit direct access to information through a variety of media (web pages, video conferencing, or web streaming). 	

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	<p>Goal 2: Scholarly and Creative Activity</p> <p><i>Expand our influence within the production animal Industry of Idaho.</i></p> <p>Context: <i>Much of the scope of our commitment to serve Idaho agriculture has broad implications which relate to human health, food safety, and the environment. The Caine Center is highly visible and has aided many producers and practicing veterinarians through consultation, research, and diagnostic services.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality, Relevancy, Efficiency</p> <p>Quality, Relevancy, Efficiency</p> <p>Access, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Quality, Efficiency</p> <p>Quality, Efficiency</p> <p>Quality, Efficiency</p>	<p>Objective A: Demonstrate the value of veterinary medical services to production animal agriculture by reducing disease and production-associated losses while promoting animal health and well-being, the net effect being increased profitability.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Identify management practices, health risks or disease problems that negatively impact production animal units and counsel animal managers on corrective measures. 2. Promote management practices that enhance animal health, comfort and well-being and implement proven production medicine concepts for producers and veterinarians. 3. Develop ranch and farm health programs focused on specific producer's problems with the flexibility to adapt to other producers with different management systems. 4. Utilize industry and veterinary advisory councils. 5. Improve and strengthen faculty appointments, position descriptions, advancement, and recognition to ensure that interdisciplinary collaboration is attractive and effective. 6. Provide animal health expertise to the University of Idaho Extension System and other University departments when needed. 7. Strive to establish, renew, or remodel facilities necessary to improve teaching, research and service activities. 8. Improve interaction between the AVS Dept/Moscow faculty, the Caine Center, and the WSU Veterinary School to promote collaboration on research projects. 	

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	<p>Goal 2: Scholarly and Creative Activity (cont.)</p> <p><i>Expand our influence within the production animal Industry of Idaho.</i></p> <p>Context: <i>Much of the scope of our commitment to serve Idaho agriculture has broad implications which relate to human health, food safety, and the environment. The Caine Center is highly visible and has aided many producers and practicing veterinarians through consultation, research, and diagnostic services.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Access, Efficiency</p> <p>Quality, Access, Efficiency</p> <p>Access, Relevancy</p> <p>Access, Relevancy</p> <p>Access, Relevancy, Efficiency</p> <p>Quality, Access, Efficiency</p>	<p>Objective B: Strengthen disease research efforts on relevant disease problems impacting the production animal industries of Idaho.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Expand the number of research grants and contracts from other sources including federal and state government agencies, industry, private organizations and foundations. 2. Strive to improve and expand start-up packages and compensation to attract and retain a diverse, competitive faculty in the scholarly modes of discovery, application, integration, and teaching who can respond to needs of the industry. 3. Increase the number of department-funded graduate assistantships available to off-campus faculty. 4. Strengthen technological innovation to improve access to information sources. 5. Partner with faculty and staff from other disciplines or agencies to identify and address relevant and economically significant animal health issues of our region; focus the research expertise and limited resources of the Caine Center faculty to these selected issues. 6. Conduct strategic educational, research, and/or technological transfer activities regionally, nationally, and abroad. 	

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	<p>Goal 3: Outreach and Service</p> <p><i>Enhance educational opportunities, disseminate animal health information, and provide needed diagnostic laboratory service for the veterinarians and livestock producers in Idaho and the region.</i></p> <p>Context: <i>The Caine Center has a long and strong history of outreach and service activities to veterinarians and the livestock industry through continuing education programs, conducting disease investigations, and providing diagnostic services throughout the state.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Relevancy, Efficiency</p> <p>Quality, Access</p> <p>Quality, Relevancy</p> <p>Quality, Access, Relevancy, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Quality, Relevancy, Efficiency</p> <p>Relevancy, Efficiency</p>	<p>Objective A: Provide educational enhancement opportunities for veterinarians and livestock producers through clinical experiences and continuing education.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Sponsor clinical symposia including wet lab programs in special techniques for veterinarians and specialists, participate in local and state association annual meetings, and sponsor speakers for local or state meetings. 2. Encourage Caine Center faculty to become active members of local and state veterinary medical associations and participate in association-sponsored programs. 3. Develop and conduct animal health programs for livestock producers. 4. Partner with other educational institutions, industry, and state or federal agencies to respond to needs and expectations of the livestock industry, and to enhance outreach delivery and quality. 5. Contribute to the undergraduate and graduate studies programs of the AVS Department by providing expertise in the area of animal health and disease. 6. Conduct periodic assessments of the needs of the livestock industry in the region and work to address those needs. 7. Broadly and intensively communicate the activity and impact of the Caine Center and AVS Department activities. 	

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	<p>Goal 3: Outreach and Service (cont.)</p> <p><i>Enhance educational opportunities, disseminate animal health information, and provide needed diagnostic laboratory service for the veterinarians and livestock producers in Idaho and the region.</i></p> <p>Context: <i>The Caine Center has a long and strong history of outreach and service activities to veterinarians and the livestock industry through continuing education programs, conducting disease investigations, and providing diagnostic services throughout the state.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality, Access, Relevancy</p> <p>Quality, Access, Efficiency</p> <p>Quality, Relevancy, Efficiency</p> <p>Access, Relevancy</p> <p>Quality, Relevancy</p> <p>Quality, Relevancy, Efficiency</p> <p>Quality, Relevancy, Efficiency</p>	<p>Objective B: Provide state-of-the-art diagnostic laboratory service to the veterinary medical profession service the livestock industry of the state and region.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Determine laboratory and diagnostic services needed and desired to support the practicing veterinarians and livestock producers. 2. Partner with other University departments or units and state agencies to enhance service, improve quality, and expand diagnostic testing for zoonotic and communicable diseases of importance to Idaho and the Northwest region. 3. Develop and enhance diagnostic laboratory testing procedures as appropriate to technology or needs of the industry. 4. Facilitate field investigations and outreach activities; enhance ability to respond to requests in outlying areas of the state. 5. Develop evaluation procedures for production animal medicine service and outreach activities and develop an impact statement for each activity. 6. Implement and keep updated a fee-for-service structure that helps provides adequate budgetary support based on costs of diagnostics, other available funding, and industry need. 7. Maintain support personnel levels adequate to ensure increased volume of activity can be efficiently serviced. 	

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	<p>Goal 4: Organization, Culture, and Climate</p> <p><i>Create and sustain an energized work environment that is adaptable, dynamic, and vital enabling the Caine Center to advance strategically and function efficiently within the organization and structure of the AVS Department.</i></p> <p>Context: <i>To implement the strategic plan requires an organization adaptive to change and opportunity, a unit characterized by openness and trust, a welcoming climate that enhances our ability to work through difficult issues in a respectful manner, and an adequate budget to ensure that employee workload is appropriate and thereby positively influencing employee morale.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality, Access, Relevancy</p> <p>Quality</p> <p>Quality, Access</p> <p>Quality, Relevancy, Efficiency</p> <p>Quality, Relevancy, Efficiency</p> <p>Quality, Efficiency</p> <p>Quality, Relevancy</p>	<p>Objective A: Sustain and enhance a positive work climate to enhance the quality of University life.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop a socially healthy and welcoming environment characterized by trust and respect that allows for open communications about difficult issues and differences. 2. Ensure that the Caine Center is a safe work and educational environment for its employees and students through proper training and monitoring. 3. Recruit and retain a diverse body of faculty and support staff to enrich the quality of the Caine Center's activities. 4. Align employees' position descriptions with their actual job duties and adequately reward good performance. 5. Create formal and informal opportunities for students, staff, and faculty to interact, socialize, and learn from each other in order to build meaningful working partnerships and collaborations. 6. Provide all new students and employees the opportunity for initial orientation and offer ongoing training for all staff and faculty. 7. Provide ongoing opportunities for self discovery and personal and professional growth through cultural, social, recreational, diversity, wellness, and continuing professional development programming. 	

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	<p>Goal 4: Organization, Culture, and Climate (cont.)</p> <p><i>Create and sustain an energized work environment that is adaptable, dynamic, and vital enabling the Caine Veterinary Teaching Center to advance strategically and function efficiently within the organization and structure of the AVS Department.</i></p> <p>Context: <i>To implement the strategic plan requires an organization adaptive to change and opportunity, a unit characterized by openness and trust, a welcoming climate that enhances our ability to work through difficult issues in a respectful manner, and an adequate budget to ensure that employee workload is appropriate and thereby positively influencing employee morale.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality, Relevancy</p> <p>Quality, Relevancy</p> <p>Access, Relevancy</p> <p>Quality, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Quality, Relevancy, Efficiency</p>	<p>Objective B: Sustain and enhance an organizational structure, policies, and procedures that enable the Caine Center to attain its other goals.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Encourage and promote continuing education of faculty and staff. 2. Maintain the production animal medicine expertise and service/outreach focus of the Caine Center when hiring faculty and staff. 3. Reduce academic, structural, and administrative barriers and enhance rewards for collaboration across the department and/or College. 4. Employ best practices and distribute authority-responsibility-accountability in order to efficiently and effectively manage the people and activities of the Caine Center. 5. Build strong support from the public sector and private donors to accelerate the attainment of our goals. 6. Enhance the efforts of our valued alumni, friends, advisory board members, and volunteer organizations in attracting and retaining students and generating gifts to support the advancement of our goals. 	